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INSPECTOR GENERAL SURVEY  
of the  
AGENCY HONOR AWARDS PROGRAM  
May 1967

MORI/CDF Page 7

MEMORANDUM FOR THE RECORD

12-27-67

Remaining items: 4 & 6 - OP has 1 January  
deadline [redacted].

STAT

12-27-67

Called Bertha - finally left message inquiring  
as to progress being made toward 1 January deadline. RBW

1-2-68

[redacted] asked for 8 January deadline. I said  
OK; Peggy advised.

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1-3-68

[redacted] questioned the necessity for any  
further comment to Colonel White on Recommendation  
No. 4. I went back over the available papers and it  
would seem to me that a possible mistake was made in  
our memo of 18 August 1967 to the Exec. Dir. -Comp.  
(DD/S 67-4145) where [redacted] referred to studies  
and other actions called for by Recommendations Nos.  
1 & 4 of the survey. The only studies mentioned in  
Mr. Echols' paper of 4 August 1967, which was attached  
to our memo of 18 August 1967, were studies pertaining  
to Recommendations Nos. 1 & 6 of the survey. If the  
reference by [redacted] to Recommendation No. 4  
should have been a reference to Recommendation No. 6,  
this was carried forward by Colonel White in his memo  
of 6 September 1967. In paragraph 3 of Colonel White's  
memo it is clear that the referral to Recommendation  
No. 4 really pertains to Recommendation No. 6  
(incentive programs).

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Recommendation No. 1 has been commented on by a memo signed by [redacted] to Colonel White dated 20 November 1967. I have, therefore, informed [redacted] that the remaining action consists of a suitable comment dealing with the study being conducted on Recommendation No. 6. I propose that this comment on Recommendation No. 6 be passed to Colonel White as the closing paper on the survey. If Colonel White should then come back with <sup>a</sup> request for further information on Recommendation No. 4, we can handle that later.

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USE ONLY☐ CONFIDENTIAL☐ SECRET

## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

Acting Director of Personnel  
5E-56 Headquarters

EXTENSION

NO.

DATE

5 JAN 1968

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED


OFFICER'S  
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.  
Deputy Director for Support  
7D-18 Headquarters

Bob:

The staff work on this study was done by [redacted] and I fear that either in modesty or for the sake of brevity he omitted a recitation of the research that went into it. I am satisfied that we do not have conditions crying for correction and that we should move with great deliberation in establishing programs which, should they fail, would perhaps create rather than relieve morale problems. You will note that we went beyond the Wage Board area which was identified in the original IG suggestion. As a matter of fact, if there remain areas requiring some such program, they will be in the low paid GS system and here I have in mind at the moment the RI courier group; but as indicated in the basic memorandum, we propose to watch the Office of Logistics program before we propose anything in RI.

  
Acting Director of Personnel

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5 JAN 1968

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Inspector General Survey of the Agency  
Honor Awards Program

REFERENCE : Memo for the Executive Director-Comptroller,  
Same Subject dated 4 August 1967

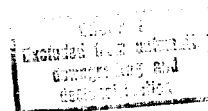
1. This memorandum is for the information of the Deputy Director for Support.

2. In accordance with the referent summary report of action on Recommendation No. 6 of the Inspector General's Survey, we have reviewed the need for additional incentive programs. We find that with the recent implementation of the Mail and Courier Awards Program in the Office of Logistics our incentive programs are suitable for present circumstances.

3. We shall continue to monitor these requirements and we are prepared to assist in the installation of other incentive programs tailored to the circumstances in any area where such a need may develop. In so doing, we would expect generally to follow concepts which have been proven in practice and to apply the results of further experience with these programs. For example, we feel that any program involving extra financial incentives for wage board employees should be administered through cash awards rather than by any adjustments in salary rates of the individuals concerned. Also, after a few months of experience with the program for couriers in the Office of Logistics, we will determine whether some such program would be useful for other similar groups in other parts of the Agency.

4. In the course of this review, we also have considered the general problem of formal recognition for groups of employees whose

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-2-

combined performance warrants it. We conclude that the most suitable and effective form for such expression is a written commendation presented with proper ceremony by the appropriate senior official responsible for the unit or task group. A copy of the commendation should be filed in the official personnel folder of each employee concerned. We believe that such group commendations should not include payments of money since they would be all but impossible to manage with equity.



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Acting Director of Personnel

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D17/5 67-1849

7 APR 1967

MEMORANDUM FOR : Deputy Director for Support

SUBJECT : Honor Awards for Prospective Retirees

1. In the past there have been instances where recommendations for honor awards have been submitted for prospective retirees so late that the necessary consideration by the Honor and Merit Awards Board and subsequent approvals could not be completed in time for presentation of the award before the date of retirement. It has been necessary in these cases to get in touch with the "honoree" after his retirement to arrange a mutually convenient time for presentation of the award. These arrangements are often complicated by the fact that the honoree has already left the Washington area.

2. In addition, presentation at a time later than the retirement ceremonies conducted by components is anti-climatic. Ideally, the various forms of recognition accorded a retiree, i. e., Certificate of Retirement, commendatory letter of retirement from the Director and, when appropriate, an honor award, should be given to the individual before his retirement and as a part of the attention focused on him by his office and colleagues as he is about to leave Agency service.



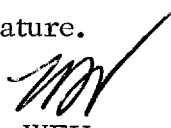
3. It is requested, therefore, that you establish within your Directorate controls and procedures to ensure the review of retiree lists well in advance of retirement dates to identify those individuals who, in your opinion, should be recommended for an Honor Award so that the necessary documentation can be prepared, submitted to the Honor and Merit Awards Board, and approved by the Director in sufficient time for presentation prior to the actual date of retirement or the employee's last working day.

4. Although no report on your procedures is required, I would be interested in knowing about the system you establish for this purpose. If I can be of any assistance to you in working out a procedure, please let me know.

This memorandum was sent to  
all Deputy Directors.

Emmett D. Echols  
Director of Personnel

Approved For Release 2006/07/14 : CIA-RDP84-00780R002100180023-7

<b>TRANSMITTAL SLIP</b>		DATE 15 Aug 67
TO: Mr. Bannerman via 		
ROOM NO.	BUILDING	
REMARKS:		
<p>Recommend your signature.</p> <p> WFV</p>		
FROM:		
ROOM NO.	BUILDING	EXTENSION

STAT

Approved For Release 2006/07/14 : CIA-RDP84-00780R002100180023-7



Mr. Bannerman —

I think we should  
take this opportunity to  
correct an ever increasing  
use by the I G surveys  
of persons such as:

The DD/S direct the  
D/P to request — — —

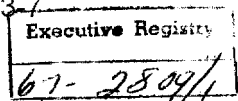
The DD/S instruct the D/S  
to appoint — — —

The DD/S direct the D/P  
to look into — — —

Perhaps you can do this  
when you talk to Ex. Dir  
about Recommendations?

W

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*DOIS 67-3289*

23 JUN 1967

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Inspector General's Survey of the  
Agency Honor Awards Program

You have received a copy of the Inspector General's  
Survey of the Agency Honor Awards Program. Please  
furnish me within sixty days a summary of actions taken or  
comments on the recommendations addressed to the Support  
Services.



L. K. White  
Executive Director-Comptroller

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**SECRET**



RECOMMENDATIONS CONTAINED IN THE  
INSPECTOR GENERAL'S SURVEY OF THE  
AGENCY HONOR AWARDS PROGRAM

May 1967

Recommendation No. 1

It is recommended that:

- a. The Director of Personnel direct the Recorder of the Honor and Merit Awards Board to prepare a proposal for appropriate emblems which could be worn after retirement by recipients of honor awards;
- b. The Board, after consideration of such a proposal, present its opinion to the Executive Director-Comptroller.

Recommendation No. 2

It is recommended that:

The Director of Personnel have the Honor and Merit Awards Board define the phrase "sustained superior performance" in more definitive terms to clarify Certificate of Merit awards and make them more consistent. An indication of grade levels, if any, for this award would also be helpful.

Recommendation No. 3

It is recommended that:

The Director of Personnel

- a. Instruct the Honor and Merit Awards Board to develop procedures whereby each member can inform all responsible officers in his respective component about the honors program, and especially the Certificate of Merit, so that honor and merit awards will be conferred consistently throughout the Agency; and

b. Consult the Board on the feasibility of establishing a procedure, through Personnel Officers throughout the Agency, to alert the heads of major offices about cases where a cumulative record of significant commendations and achievements appears to warrant consideration for recommending certificates or other awards as appropriate.

Recommendation No. 4

It is recommended that:

The Director of Personnel direct the Honor and Merit Awards Board to study the feasibility of publicizing awards which have been made, and present their findings to the Executive Director-Comptroller.

Recommendation No. 5

It is recommended that:

The Deputy Director for Support instruct the Director of Security to appoint an alternate Security Adviser to the Honor and Merit Awards Board.

Recommendation No. 6

It is recommended that:

The Deputy Director for Support direct the Director of Personnel to look into those situations where maintenance of morale is recognized to be difficult and, considering the needs of the Agency as a whole, recommend to officials directly concerned appropriate programs to encourage and recognize superior performance.

Recommendation No. 7

It is recommended that:

The Deputy Director for Support direct the Director of Personnel to request the Honor and Merit Awards Board to assume responsibility for stimulating interest in nominating, and selecting candidates from among those presented, for Public Service Awards.